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**From:** Stoker, Michael B. [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=DCB64B4E7EDF48AABE8EF43996A4652E-STOKER, MIC]  
**Sent:** 10/9/2018 12:13:53 AM  
**To:** Ex. 6 Personal Privacy (PP)  
**Subject:** Fwd: Performance Review

Michael Stoker  
EPA Regional Administrator-Region 9  
Cell Ex. 6 Personal Privacy (PP)

Begin forwarded message:

**From:** Ex. 6 Personal Privacy (PP)  
**Date:** October 8, 2018 at 4:03:32 PM PDT  
**To:** [stoker.michael@epa.gov](mailto:stoker.michael@epa.gov)  
**Subject:** Performance Review

Amy,

I am hoping you and Alexis can help me with this in the upcoming week. Please also look at the email Alexis sent to me 9/25 to add where appropriate. This is new to me. I've never had to do anything like this. And this is where I can really use the help of the Big Three.

Thx,  
Mike

1) Leading Change-

Immediately upon being sworn into office I went to Hawaii to respond to the volcano and issues related to the EPA. There I was successful in effectuating change advocated by the State of Hawaii in regards to R9 creating a website available to the public to obtain "real time" air quality results from the air quality monitors we had on the ground.

Within the first 3 weeks I established my top 3 priorities...the border, the tribes (R9 has 148) and the Pacific Islands. My strong commitment to these 3 priorities has led to all R9 staff and the stakeholders involved with these priorities being aware of these as R9 priorities and have responded in a way that the stakeholders are all aware and appreciative of the efforts underway to pursue these priorities. The tribal elders, elected representatives of the R9 states and Pacific Islands would all attest to the commitment change in R9 in regards to the tribes, the border and the Pacific Islands.

In one of the most testing circumstances for responding to change while in America Samoa the Director of AS-EPA passed away. How I responded and interfaced with AS-EPA the following 4 days has led to a current situation that the relationship and respect between R9 and AS-EPA has never be so strong. Finally with a strong commitment to the Lean principles I have made it one of my and my politically appointed Senior Policy Advisor top focuses in R9. I have made it clear to senior staff that I expect R9 to not use HQ targets as a norm but to exceed in all targets given in calendar year 2019.

2) Leading People-

**I need the Big Three to help me re Agency Civil Rights, EEO, Diversity and Inclusion programs etc.**

I believe I have shown strong leadership in regards maximizing employee potential to the advantage of R9. Ken Waggoner was present the first 48 hours I was on the job and say how I immediately was able to identify the best team for R9 going forward. Within those first two days I named Amy Miller my COS, Deborah Jordan by DRA, Alexis Strauss my Senior Advisor. In my All Hands on the second day Mr. Waggoner can attest to my leadership skills with all the R9 staff in getting them focused on HQ priorities, my top priorities listed above, the focus that we are all on the same team and probably most importantly which rank and file R9 employees tell me daily is how much they appreciated my openness and sincerity in feeling free to contact my personally if they have anything they feel important to communicate to me.

Rank and file R9 employees have told me on a regular basis when talking to them in the elevator, the downstairs sandwich shop or the lobby of our building that they feel there has never been an R9 RA that is accessible to them and treats them like an equal. Within the first two months I identified Kerry Drake as my ARA. And last month I named Elizabeth Adams my Director of the Air Division. Also last month Susan Bodine asked if she could "borrow" my Director of Enforcement, Kathleen Johnson which I of course responded yes. I immediately took actions so that my current COS, Amy Miller, would be the Acting Director of the Enforcement Division while Ms. Johnson is duty stationed at HQ and named Laura Ebbert, my division director of Tribes, as my COS while Ms. Miller serves as Acting Director of Enforcement.

### 3) Business Acumen-

**I need the Big Three's input for this.**

### 4) Building Coalitions-

I am well known with R9 staff as being the "On the Road" RA. I learned from my County Supervisor days that you can more easily solve problems when you go to where the problems are and get to know and work with all the stakeholders. My first day on the job environmental protesters were outside our building protesting my appointment. I invited 10 of them in to meet at noon so they could tell me what their concerns were. When Administrator Pruitt was at R9 his security became concerned about a group of protesters that had learned where he would be departing from the building so my COS and myself went straight into the group of protesters allowing for Administrator Pruitt to depart without any incidents but, more importantly, I gave my and my COS's business cards and told them to pick 10 folks to meet later in the month so they could express to me their concerns. That meeting took place in July.

In regards to R9 current issues and building of coalitions to help solve the problems I have demonstrated strong coalition building abilities as follows:

In regards to Hunter's Point where the EPA had lost credibility with the public as a result of issues involving Techra Tech I immediately reached out to Leader Pelosi and suggested she host a meeting in SF with all the stakeholders which she did in August bringing the EPA, the Navy, CA Health Dept. and CA DTSC and residents of Hunter's Point in the same room. I took the initiative to assure community residents that R9 EPA staff would attend all homeowner meetings (I personally assured the residents that my appointed Senior Policy Advisor would attend.) All other public agencies upon seeing EPA's commitment offered to send representatives. Recently Leader Pelosi in a letter to me thanked me personally for my leadership, for bringing all the parties together and for restoring public confidence in the EPA. Also my numerous meetings with the Assistant Secretary of the Navy, Karnig Ohannessian, has led to the Navy changing their approach with the residents and stakeholders in a more positive way. In a meeting my senior staff had with Mr. Ohannessian and his staff just last week it was reported to me that they had the "best" meeting with the Navy to date.

I have accomplished a similar result in Hawaii in regards to controversies involving the Navy's Red Hill underground storage tanks. I have brought major stakeholders like the State of Hawaii and Congresswoman Tulio Gabbard and the Navy together to help the Navy pursue a pathway going forward acceptable to the state and federal representatives.

I used my coalition building skills to potentially avoid a Superfund listing of the Orange County North Groundwater Basin. This area was set to be listed this fall. The State of CA, the Orange County Water District and numerous elected officials supported listing. The Orange County Business Council (with major Fortune 500 companies) and numerous House representatives representing the Orange County area opposed a listing. I hosted several meetings with the parties in July and August. In early September Orange County Business Council representing most the PRP's and all other interested parties agreed to pursue an Alternative to Listing Agreement. In early September staff briefed the PRP's what would be included in the agreement which was agreeable to the PRP's. Staff hopes to have a draft agreement to them by the end of October.

I also used my coalition building skills to keep community leaders and interested parties positive in regards to the signing of the ROD pertaining to the Casmaillia Superfund site. As a county supervisor in the early 90s I had requested the EPA consider listing Casmaillia which happened in 1993. I had worked with numerous community leaders at the time. Many of those same individuals continued to serve on a stakeholders advisory committee working with EPA over the years. At the signing of the ROD then Administrator Pruitt did not want a public event. Consequently many of the locals who have been active working with EPA over the past couple decades were very unhappy and felt that they had been wrongfully left out of participating in such a positive event as the signing of the ROD. I worked with those individuals and they are now all again happy with the relationship they have with R9 EPA. Specifically working with them we agreed to do a "Community Celebration" in early 2019 with a groundbreaking ceremony to celebrate the final 5 year closure plan.

Another area where my coalition building is realizing positive benefits is in dealing with the border. I have worked closely with the Director of ADEQ in creating a stakeholders group to deal with border sewage

issues along the US-Arizona border. I've been to Arizona 4 times in 4 months to implement creative solutions to solving the border sewage issues. In June I was the first RA to attend a Sonora-Arizona Task Force meeting. As recently as the week of Oct. 1st I attended IBWC meetings regarding responses in Naco and Nogales. The week of Oct. 15th, I have put together meetings that Ken Waggoner and David Ross will be attending. Though my coalition building I am working with Cal-EPA Secretary Matt Rodriguez and CA Attorney General Xavier Becerra regarding border solutions along the CA-US border. Both Mr. Rodriguez and Mr. Becerra have indicated they will attend.

Another example of my coalition building qualities was how I handled the passing away of the Director of AS-EPA while I was in America Samoa. I used the 5 days subsequent to his passing to strengthen better than ever the relationship between AS-EPA and R9 EPA. The current Acting Director told me just last week that as a result of the leadership I provided the working relationship between our two staffs is better than ever.

Finally, as a result of the outreach to Democratic lawmakers (I already had the working relationship with many members of Congress) I was recently invited to address the CA Democratic House members in their weekly caucus luncheon. I was told by Leader Pelosi that I was the first elected or appointed Republican to be invited to speak at the caucus luncheon in over 20 years.

#### 5) Agency Goals-

**Tribal Lands-**I have made attending to tribal needs one of my top three personal priorities. Chad McIntosh will confirm that the tribes in R9 feel they have one of the best working relationships with the RA than at anytime previously. Alan Bacock, the Vice-Chair of \_\_\_\_\_ will also confirm that point. Recently, as a result of my continual interface with my Tribal Leaders, I submitted recommendations to HQ to change the Guidance Policies for GAP funding. Those recommendations are under consideration and decisions are expected at the end of the month. I have committed to visiting all 148 tribal lands. To date in just over 120 days I've been to 18 tribal lands.

**Pacific Islands-**Attending to the issues and needs of the PI's is one of my top 3 personal priorities. In June I hosted a Pacific Islands summit in San Francisco. In August I visited America Samoa (Actions taken are described above). In December I will visit CMNI and Guam. The first week on the job I had a video conference with the Governor of Guam. In August I personally met with the Governor of AS. Currently I am working on a solution involving StarKist Cannery in AS which is a top priority for the Governor and his Administration and AS-EPA.

**Border-**As indicated under "Coalition Building" I have allocated a great deal of time in elevating R9's response to border sewage issues. I believe the Director of ADEQ will attest to the fact that I am making a positive difference in regards to responding to border sewage issues. Secretary Rodriguez and Attorney General Becerra would attest to the same thing in regards to CA. The person who has personally told me that he has never seen the level of positive engagement regarding the border is my Director of the Water Division. Ken Waggoner could also attest to the leadership I have brought to dealing with the border sewage issues.

**Agriculture-**The agricultural community and their needs are one of my top focuses. Under my leadership R9 is hosting the first Agricultural Summit the week of October 8th. I believe the members of Congress representing the agricultural communities in CA will tell you there has never been an RA so accessible to the ag community.

**Overall Accessibility-**I made it clear with my staff from day 1 that I would be on the road most of the time so that I would be accessible wherever R9 issues develop. I am told at least once a week from someone for a meeting that I am attending that no RA had ever visited them before. Hearing that makes me appreciate that much more the role I can play in being an ambassador to R9. In the same spirit everywhere I go I give my personal EPA cell number out. I believe my senior staff would tell you they have never seen an RA that gives out personal contact information to anyone who wants it.

**LEAN Implementation-**I won national awards for my reorganization plans I implemented in SB County doing more for less. (I was named in 1993 by Governing Magazine "Most Valuable Public Official in County Government in America.") Running government efficiently is something that has always been known for in my various roles serving in the public sector. It was for that reason I was so excited to hear of Acting Deputy Darwin's Lean goals for the agency. I take this very serious and want R9 to be a leader in implementation and more importantly...results. I have made implementation one of the top three priorities for my political appointment, Senior Policy Advisor Chris Hage, to monitor and to engage with staff.